2011-2014 Strategic Plan

DTS
DEPARTMENT OF TECHNOLOGY SERVICES

**UTAH DEPARTMENT OF TECHNOLOGY SERVICES
AND OFFICE OF THE CHIEF INFORMATION OFFICER**

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STATE OF UTAH
Department of
Technology Services

J. STEPHEN
FLETCHER
CIO
Executive Director

GARY R HERBERT
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GREG BELL
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Dear Associates,

The Strategic Plan for The Department of Technology Services (DTS) outlines our approach to achieving the goals and objectives we have set to optimize IT services for the State of Utah. The primary objective of the Strategic Plan is to establish and maintain a clear alignment of the State's IT resources to its business needs while ensuring an optimal return on investment.

The Plan outlines the need for a systemic approach to assess continuing IT developments and lists major IT initiatives throughout the enterprise. Furthermore, we are partnering with agencies to assist in achieving business objectives as outlined in the IT Plans.

Since the inception of our strategic plan, DTS has been able to achieve many improvements in operations through consolidation and optimization. The recent economic downturn has created many challenges for DTS and our partners across state government. Through our optimization efforts, DTS is positioned well to assist agencies in achieving the demands of providing more services with fewer resources, using automation to enhance the efficiency and effectiveness of state programs.

The success of DTS is a result of many factors including support from our agency partners, employees, Governor Herbert, and the legislature. Key projects such as the Employee Gateway, One Stop Business Registration, and Budget Prep have helped ensure agency success during these difficult economic times.

During this planning cycle, DTS will focus on many important areas including tighter partnerships and alignment with the business side of Government, continuously improving our operations, strengthening the security of information entrusted to us, and enhancing the focus on the enterprise.

Our future success as a State depends in many ways on our ability to achieve these objectives. The DTS Strategic Plan provides a roadmap for the planning of IT activities for 2011-2014. With this plan, DTS is poised to move forward to more efficiently deliver IT services best-enabling the State to do its business.

Thank you for your continued support in this process, I look forward to our continued work together.

J. Stephen Fletcher
CIO and Executive Director
Department of Technology Services

The Utah Code 63F-1-203 explicitly requires the Chief Information Officer (CIO) to prepare an executive branch strategic plan that addresses:

- Interchange of information between executive branch agencies;
- Coordination between agencies in the development and maintenance of information technology and systems;
- Protection of the privacy of individuals who use State systems;
- Priorities for the development and implementation of information technology and systems; and,
- Maximizing the use of existing State information technology resources.

The Department must also ensure that cost-effective, efficient information and communication systems and resources are being used by agencies to reduce data, hardware, and software redundancy (Utah Code 63F-1-104).

Accordingly this document aligns the following Core Strategic Objectives for 2011-2014 with the requirements of the Utah Code. These goals are meant to support State agency business objectives and help define metrics by which the Department of Technology Services (DTS) can measure progress.

Agency Services

DTS Agency Services acts as an agent of the Chief Information Officer through the role of the IT Director and continues to provide business direction and leadership for the Department through communications and coordination with agency business leaders on a regular basis to achieve agency business objectives. DTS has recently made organizational changes among the IT Directors to help better meet the needs of the customer agencies and clarify the role of the IT Director. DTS will continue to review the role of the IT Director to better fulfill the goals and objectives set for Agency Services.

DTS Agency Services will:

- Provide guidance to the agency on strategic IT decisions;
- Provide measurable input to agency leadership on the efficiency and effectiveness of all IT products and services in alignment with business objectives;
- Engage agency leadership in identifying and executing automation and optimization opportunities, including the development of applications;
- Provide guidance to DTS operations on service level requirements and price point expectations;
- Work closely with State leadership in developing programs for enterprise automation; and,
- Track and manage Agency IT operational requirements against agreed to service levels engaging DTS and other resources as required.

DTS Agency Services will measure success through the effective achievement of IT Plan objectives, achievement of target service levels, and expectations as defined in SLAs and DTS Enterprise Plan objectives. Agency Services will measure and report achievement of DTS services and administrative functions to Agency leadership on a regular basis.

Privacy and Security

The State of Utah's information technology infrastructure is tightly woven into all State business functions and is an integral part of daily tasks. The privacy and security of the technology infrastructure cannot be separated from the Department's overall mission, as the State's information resources are among the most valuable State assets.

Statistical data from leading research organizations clearly indicate that a primarily defensive strategy, solely reliant on rule based reactive processes is not viable in the face of an increasingly complex threat environment. The Internet is now used as the primary attack vector by disgruntled insiders, rogue hackers, organized crime syndicates, hacktivists, and terrorists. Today information security isn't about the technology, it's about the human threat.

In addition to protecting networks and information assets, specific regulatory compliance objectives related to the unique requirements of PCI, HIPPA, SOX, FERPA, and Federal Tax Information, must be achieved to protect agencies and the public from unnecessary financial liabilities.

The new perspective on information security requires threat intelligence and a proactive approach to protecting information assets, networks, organizations, personnel, and the public at large. It's all about recognizing and monitoring the threat, assessing the risk, and implementing appropriate mitigating controls at or near real time.

The Utah Department of Technology Services, Enterprise Information Security Office, has identified the following strategic objectives that must be implemented to establish a more proactively based security model:

- Continuous host discovery to ensure the rapid recognition of new assets and the identification of unauthorized rogue access points and Internet based portals;
- Continuous monitoring of egress traffic to identify unauthorized access, behavioral anomalies, and emerging threat detection;
- Coordinated threat intelligence and vulnerability research;
- Information asset risk management based on threat modeling data;
- Appropriate evaluation of risk mitigating controls;
- Continuous policy compliance auditing and reporting;
- Advanced training and certification program for security analysts and other key personnel; and,
- Targeted security awareness training programs for agency personnel with special requirements.

DTS will continue to focus on enterprise security through every area of strategic focus, working to protect the State's information resources, reduce vulnerabilities, and manage risk. The Department will have a security plan for every IT system in the State:

- December 2011 - Complete plans for all Mission Critical systems;
- December 2012 - Complete plans for all Mission Important systems; and,
- December 2013 - Complete plans for all remaining systems.

Growing the Capability Cloud

During the initial phase of Utah's cost-saving data center consolidation, DTS was focused primarily on creating a capacity cloud, one where virtual servers and storage could be provisioned to users in near-real time. The next phase will require a thoughtful approach to "capability-building" or providing usable services and capabilities on the DTS hybrid cloud that will enhance user capabilities and provide additional efficiencies for state agencies. The Department will:

- Provide cloud services that support users' abilities to create single-user and small group applications on platforms that can also enable mobile services and can access enterprise caliber IT support when necessary;
- Identify a core set of cloud-based services that focus on building capabilities that are commonly needed by agencies and state employees to improve efficiency and performance. Examples of services that are already built

and are being provisioned to the Utah government community through this cloud model include case management, facilities management, and fleet management;

- Develop a structure for identifying and sharing information about best of breed cloud services and how they can be applied to agency needs and requirements; and,
- Improve the provisioning process for capability cloud services so that users can self-provision applications and services in real-time.

Building the capability cloud also envisions an ongoing optimization of the processes that were initiated during the first phase of data center consolidation and provide the underlying infrastructure that enables the building and provisioning of the Capability Cloud, including:

- Virtualization of some previously exempted systems;
- Database consolidation and optimization on the DTS cloud platform;
- Capacity planning and monitoring; and,
- Refine Infrastructure and Platform as a Service Provisioning capabilities.

E-Government

During the past four years (2007-11), Utah.gov has progressed from being among the better state government portals to perennial recognition as the best-run digital government in the United States. In 2007 and 2009, the portal was recognized as the "Best of the Web" by the Center for Digital Government (not eligible the year after winning) and Utah was recognized as the #1 digital state in 2008 and 2010 for its performance in a broad array of digital government performance categories.

In the 12 months from January 2010 to January 2011, Utah.gov averaged 1.198 million unique visitors per month. These visitors were able to do more online than ever before. As Utah's population grows and becomes even more diverse, we expect the number of users to continue to grow with the goal of reaching 1.3 million unique visitors in 2012. By January 2011, Utah.gov was providing over 925 different online services. Based on the use of these services it is clear that citizens expect Utah.gov to provide services that enhance their quality of life. Utah citizens obtained 8.7 million job referrals in 2010 through the Jobs.Utah.gov portal as they sought to improve their economic situation. As a result, unemployment throughout the year remained over 2% lower than the national average.

The State will continue to build upon its leadership role by working with agencies to identify needed services and increasing the adoption rate of those services. This requires added focus on advanced networking and Web portal skills and solutions, effective data management approaches, and a focus on security and information protection capabilities that can provide appropriate protection without unnecessarily complicating citizen access.

DTS will continue to improve interoperability between currently siloed services and systems while increasing the effectiveness of Web-based interaction between government and citizens, including:

- Major upgrades for utah.gov in 2011 and 2013;
- A citizen centric implementation of a maps.utah.gov portal that is fully integrated with utah.gov geo-location services;
- Implement Connect.Utah.Gov 2.0, a major upgrade to the original Connect portal that integrates new social media and wireless features to provide new value for citizens and businesses that wish to collaborate with Utah government;

- Enhancements to the data.utah.gov portal with better integration of GIS, Federal, and Local data resources, including new data feeds using the AGRC FME server;
- Enhanced access to utah.gov library and online document collection resources; and,
- Implementation of advanced semantic, location awareness, and search functionality on Utah.gov.

Through the implementation of the e-Government initiative, the Department will support agencies in achieving:

- Implementation of an anticipated 50 new online services each year for the period 2011-2014;
- An increase in average monthly unique visitors to the Utah.gov domain to 1.3 million;
- Over 12 million secure payment transactions annually; and,
- Increased government transparency and openness.

The eGov Office in DTS will also work to support implementation of the eGovernment recommendations of the Utah Advisory Commission to Optimize State Government.

Continuous Improvement and Optimization

There is no shortage of demand from State agencies to offer more IT solutions which help government operate more efficiently. DTS will continue to establish a close working relationship with its stakeholders to ensure that the state's IT organization is responsive, accountable, and well-aligned to the business needs of the State of Utah. DTS will continually seek improvements throughout all activities in order to provide optimal IT solutions, including the improvement of current services. The Department will follow the recommendations of the Governor's Utah Advisory Commission to Optimize State Government through the alignment of IT resources and agency business objectives to be more efficient and effective, and will work to maximize the economies of scale with purchasing and contract sharing between agencies, and explore the use of asset management tools and strategies.

Application Development

As IT becomes increasingly integral to the functioning of business processes across all agencies, the ability to manage all IT projects effectively has become essential. DTS must deliver accurate results on time and within budget, and continually seek to improve efficiency and productivity.

In order to support Enterprise and Agency business needs, DTS has altered the organization structure of Application Development. The Department will continue to review the Application Development organization and processes in order to meet goals through the following actions:

- Meet regularly to discuss strategy;
- Seek enterprise solutions;
- Establish standardized approach for development and testing;
- Seek standardized tool sets;
- Promote the use of user-configured applications for end users;
- Realize cost savings through the use shared practices; and,
- Improve security controls.

DTS Solutions Delivery and the DTS Project Management Office will continue to work closely with DTS Agency Services

personnel in the use of Changepoint for project and resource management. The Standard Development Methodology and Process will be implemented across the Enterprise.

Green IT

Clean energy is a top priority in Utah, as a means to improve efficiency, reduce energy demand and enhance the environment while saving money and creating jobs. The Department of Technology Services has identified Green IT as a way to reduce internal costs and save energy while providing equivalent or better service to customers. The Department will incorporate the Green IT initiative into every area of strategic focus and will continue to work with customers to implement strategies that support this perspective. All equipment purchases made by the Department will be consistent with energy efficient standards. DTS will improve Energy Efficiency in the Salt Lake Data Center by installing energy efficient lighting and changing the cooling system of the data center.

Data Center Optimization

Phase One of the Data Center optimization project has been completed, reducing the number of servers from 1700 to 400 and the number of data centers from 35 to 2. The Department has been able to save the State $4 million annually ongoing through this effort.

The Department will continue to optimize the Data Center Consolidation efforts during Phase Two and Phase Three of the project in coming years. Among the initiatives which may be considered in coming years are:

FY2012
- Database consolidation;
- Application platform standardization;
- Further virtualization of previously exempted systems;
- Capacity planning and monitoring;
- Patch management; and,
- Directory services.

FY2013
- Server Technology improvements; and,
- Redundancy and Disaster Recovery.

FY2014
- Storage enhancements

FY2015
- Server Automation technologies

Desktop Management

There is a need to utilize desktop resources in the most efficient and effective way to reduce costs, simplify operations, and provide a high level of customer service. DTS is continually conducting a holistic assessment of the desktop environment, which has resulted in a need to provide a common remote access management tool and a common desktop imaging tool. The vertical alignment of staffing and service delivery across the enterprise for a full enterprise operational model has been implemented. DTS will continue to create efficiencies and improve effectiveness through cross-training and process improvement among the Desktop group and the following initiatives:

- Formation of desktop services oversight teams, tasked with driving customer focused configuration standards, purchasing, deployment and decommissioning processes will be completed by the end of 2011; and,
- Improved performance management and problem management processes within the enterprise desktop services product in order to align with the SLAs. DTS will be able to create additional opportunities to improve the ability to maintain SLAs through the deployment of a remote access tool.

The executable components of Desktop Management have been identified in the operation plan. The Department will continue to move forward with the analysis, as defined in the operation plan.

E-Mail / E-Discovery

E-mail policy and retention will be addressed by utilizing new hosted search and retrieval options currently being investigated by DTS. Federal and State law now requires that the state provide information in electronic records, litigation and discovery, with sanctions and penalties for failure to do so. DTS will address the overall e-mail issue, and will:

- Create a reliable and predictable email environment that will meet or exceed individual agency retention and disaster recovery requirements;
- Implement email policies and guidelines to ensure consistency among agencies;
- Preserve state employee e-mail based on approved policies and practices as a comprehensive centralized retention solution; and,
- Provide advanced search capabilities to meet the needs of agencies, the Division of Archives, employees, and e-discovery requirements.

Voice and Network

Manufacturers are updating technology for voice products which are not compatible with the State's current voice system, resulting in a lack of support and maintenance. DTS is examining alternatives to the current product, including adopting a converged network that will deliver voice, video and data on a common backbone. The converged network topology will deliver real-time services such as voice over the existing data network along with everyday data applications, referred to as Voice over IP (VoIP). DTS will assess all options to the current voice system and will develop a solution that will comply with the agency business requirements. A Request for Information (RFI) was executed in the 2nd quarter of FY2011. A Request for Proposal (RFP) was published in the 4th quarter of FY2011. A Unified Communications Team, consisting of agency and DTS members has produced the RFI and RFP, and will continue as outlined in their charter until new vendor contracts are awarded and a strategic roadmap is in place.

As technology provides exponentially broadening opportunities and capabilities for interfacing with and serving our citizens, it also demands ever-increasing consumption of network bandwidth. DTS will perform a comprehensive analysis of the network needs of its customers and work cooperatively with agencies to deliver increased bandwidth or tools to limit unnecessary uses of bandwidth that are needed to support the ever increasing array of applications and services which support agency business. The Department will analyze appropriate use of network resources, and will review what is deemed to be appropriate activity with each agency.

Wireless Mobility

Wireless Mobility is a societal trend that has increased usage every year. In addition to voice traffic, more users demand mobile data access, including services such as email, texting, and mobile internet access. DTS provides mobile services to several distinct communities that demand enhanced wireless mobility.

Utah citizens take advantage of a growing number of mobile technologies, and have become accustomed to accessing Utah government services from home and work. Many citizens now seek access for many services while on-the-road, or away from a fixed location. There are also a growing number of smart phones which support these services in a more elegant way, for which the State must plan as a service provider.

Most State agencies are using mobile technology to improve the productivity and availability of busy executives and others who regularly travel or are required at multiple locations throughout the workday.

DTS will achieve the following with wireless mobility enhancements:

- Increased reliability;
- Better access to mobile data and services;
- More mobile services to citizens;
- Enable support of emerging mobile devices based on requirements; and,
- Increased security of mobile devices (as outlined in the Privacy and Security section).

The Department will continue to increase the availability of wireless mobility while performing an assessment of activity. A more defined plan will be developed by 2012.

Communications Interoperability

The Utah State Legislature created the Utah State Interoperability Executive Committee (SIEC) whose duties include coordinating and resolving interoperability and wireless communication issues among Local, State, Federal, and other agencies. State Legislature codified the SIEC with House Bill 411 in the 2009 session. Agencies throughout the State have actively participated in SIEC discussions, and together have created a strategy for interoperability that will allow and support a system of systems approach. Common standards ensure interoperability without mandating one-size-fits-all solutions. DTS will continue to support the SIEC in the effort to promote communications interoperability and optimization.

Data Integration

The State of Utah currently has in excess of 1,000 operational databases across all State agencies. Although these databases contain a wealth of information that is of value to State government and the people of Utah, much of this information is duplicated, as is the time and effort to keep it current. DTS will support an enterprise approach to data management through the following actions:

- Identify primary and secondary sources of data;
- Identify data repositories that are shared and supported by more than one single agency and opportunities to develop those sources as enterprise resources;
- Develop a Web Oriented Architecture plan that supports the state's open data objectives, while increasing security for private data;
- Simplify and standardize the state's database and data warehouse environments;
- Make enterprise business intelligence and document management solutions easier to use and accessible for state agencies;
- Update the existing enterprise strategy for identity and authentication; and,
- Implement a GIS data engine that will allow existing GIS source data in the SGID to be used in many different formats.

Collaboration

Technology solutions are now available that can enhance the ability for State government to collaborate. Many of these services represent limited costs to the State with a high potential for value to citizens and business partners. There is a need to identify collaboration solutions as part of an overall collaboration strategy and architecture that will be supported through IT policies and standards. DTS plans to:

- Support and encourage the use of recommended collaboration tools and publish associated standards;
- Measure the adoption, utilization, and effectiveness of approved tools on agency websites, and collaboration processes;
- Provide enterprise level integration collaborative processes;
- Assess the costs and benefits of implementation and use of collaboration tools; and,
- Evaluate and procure the most cost effective solutions for traditional email and calendaring services and new integrated collaboration tools.

The opportunity exists to examine internal messaging requirements. Our current implementation of collaboration and messaging technologies has served the state well over many years. DTS will work closely with agencies to evaluate statewide requirements to determine if shifting directions to a more open and integrated approach to communications is warranted.

Document Management

Currently 18 Agencies utilize electronic document management for business operations. Document management systems utilize similar capabilities, offering opportunities for standardization and optimization that will enhance transparency, will benefit the business through enhanced service levels and lower costs, and streamline DTS operations. DTS will review current Document Management practices and will request input on the appropriate environment from the Business Enterprise Group. DTS will execute based upon the input received from this Group.

Business Continuity

DTS will examine the options for an enterprise wide business continuity plan. Currently, not all critical systems throughout the State are in a position for business continuity in the event of an emergency or disaster. The Department will work with oversight bodies to explore possibilities for a funding source to provide business continuity for State agencies' critical applications and systems.

Plan Execution and Measurement

Information technology strategic goals and initiatives should be measurable in terms of results, completion of deliverables, and adherence to cost estimates and project timelines. The Balanced Scorecard (Appendix 2) will be utilized to measure DTS success in achieving goals and will demonstrate areas where improvement is needed. DTS will continue to develop Balanced Scorecard metrics based on the Strategic Plan that will be useful for the Department, and will enable better business practices and measurements for the success in providing excellent service to customers.

The DTS Strategic Plan will contribute to the Enterprise Plan and will be utilized for the IT Plans as developed by agency business requirements. The DTS Planning Model (Appendix 1) ensures successful coordination of the Agency Business Plans and the DTS Strategic Plan. DTS Operation Plans will be developed in order to ensure successful execution of the strategic goals. The DTS Annual Report will highlight the accomplishments and activities during the year, as defined in Utah Code Section 63F-1-201.

Appendix 1

The DTS Planning Model demonstrates the relationship and coordination between the Agency Business Plans, DTS Strategic Plan, Organizational IT Plans, and the DTS Enterprised Plan. The Business Enterprise Group will review enterprise business opportunities that will contribute to the Plans.
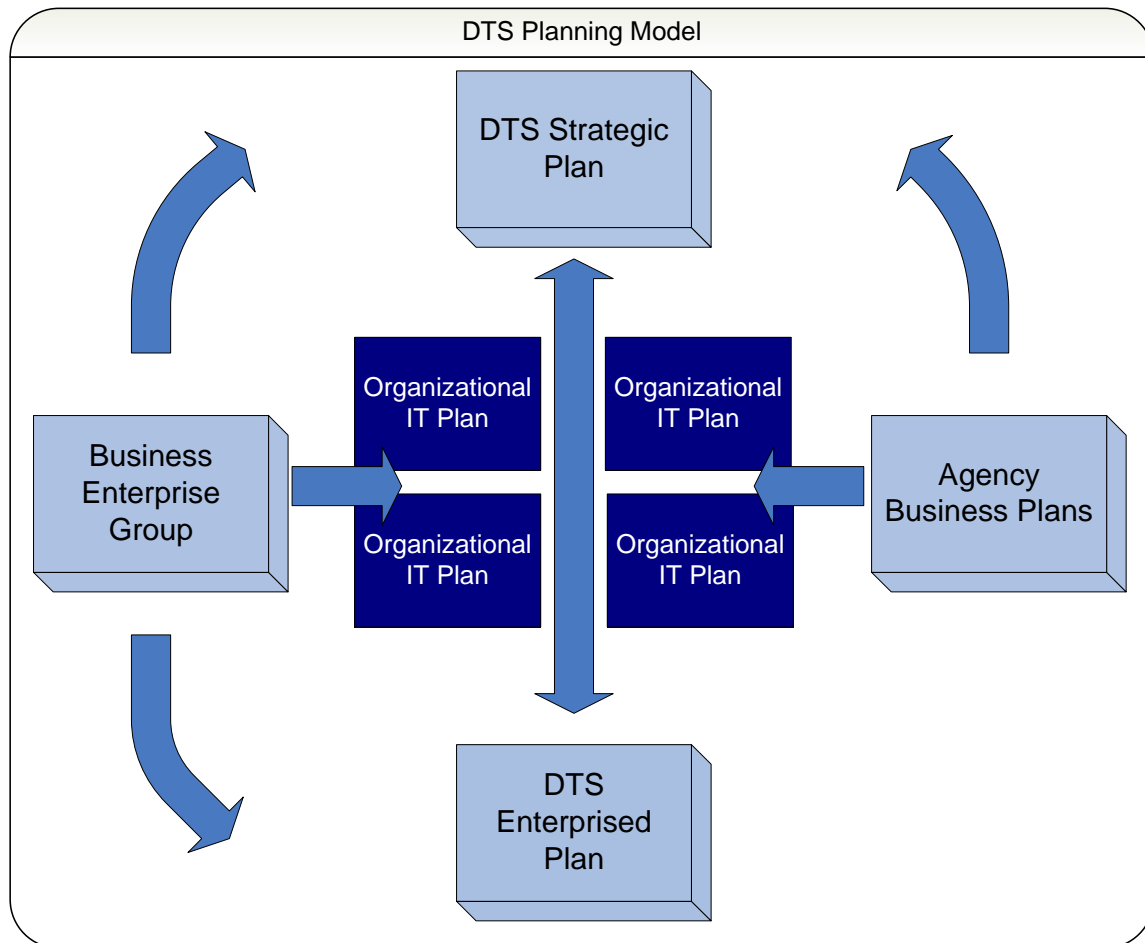
DTS Planning Model

	DTS Planning Model
AGENCY BUSINESS PLANS	• Individual Agencies provide Annual Business Plans with IT requirements based on budget and legislation
DTS STRATEGIC PLAN	• Establish and maintain a clear alignment of the State's IT resources to its business needs • Define long term IT direction and initiatives
ORGANIZATIONAL IT PLANS	• Identify IT requirements that directly address the business needs of customers • Proactively collaborate with customers on the delivery of IT strategies and solutions to meet these needs
BUSINESS ENTERPRISE GROUP	• Comprised of representatives from GOPB, DTS, DAS, and DHRM • Provide direction for DTS on Enterprise initiatives
DTS ENTERPRISED PLAN	• Identify similar Agency needs and integrate an Enterprise plan when possible • Provide DTS internal initiatives to meet multi-agency or Statewide needs

Department of Technology Services

Balanced Scorecard

Reporting Period: 4/15/2011 (March 2011)

Mission Statement: Bringing value and innovation to Utah through service and technology

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Key Indicators	Status	Trend	Target	Current	Previous	Frequency	Metric Definition
Infrastructure Optimization: Strive for operational excellence that includes streamlining organizational processes							
Customer satisfaction with DTS		↑	4.50	4.65	4.63	monthly	Ongoing Help Desk customer satisfaction metrics (surveys are sent to customers upon submission of Help Desk ticket).
Infrastructure Uptime		↑	90%	94.74%	90.67%	monthly	Number of days with no infrastructure outages. Products include: Network, Wireless, Voice Telephony Network, Email System, PDAs, Security, Data Center, Remedy.
DTS Productivity		↓	55%	59.56%	59.85%	quarterly	DTS activities are defined as *discretionary* (new application, new services, etc.) and *non-discretionary* (break-fixes, maintenance, etc.) use of resources. The current target for this metric is 55% non-discretionary use of DTS resources. Ultimately, the target for DTS will be 40%.
Enterprise Optimization: Provide service our customers expect with innovation and value (see SLA tab for detail information on each Agency)							
Service Level Agreements: Application Availability target achieved		↓	99%	99.78%	99.93%	monthly	IT Directors report the availability of key agency business applications.
Service Level Agreements: Total Time to Resolution target achieved		↓	90%	88.54%	93.54%	monthly	Reported through Remedy - Identifies the average time to resolve customer's issue.
Service Level Agreements: Time to Initial Response target achieved		↓	85%	88.39%	92.93%	monthly	Reported through Remedy - Identifies the average time to respond to customer's need.
Service Level Agreements: First Contact Resolution target achieved		↓	65%	45.75%	51.08%	monthly	Reported through Remedy - Identifies percentage of customer's issues that are resolved with first point of contact.
DTS Interaction with Agency Business Leaders		↑	100%	100.00%	95.24%	monthly	IT Directors meet with Agency Business Leaders monthly.
Procurement - Number of Days to Process Customer Order		↓	5.00	2.23	2.45	monthly	Reported through Remedy - Based on average business days from Purchase Request entry in Remedy to Order Submitted to Vendor Date
Change Management - Monitor and Track Changes to minimize impact to customers		↓	15%	12.59%	14.42%	monthly	Number of Change Management Requests that are Emergency or Expedited (submitted within 2 weeks of required service)
Projects on-time		↓	100%	96.40%	98.10%	monthly	Activities within projects are on time: 268 of Total 278 Projects
Projects within budget		↑	100%	94.60%	93.65%	monthly	Activities within projects are within budget: 263 of Total 278 Projects

Major Project Summary:

Project	On Time		On Budget	
	actual	target	actual	target
IRIS (A.G.)	100%	100%	100%	100%
ITSM	100%	100%	158%	100%
MMIS	95%	100%	100%	100%
Desktop Optimiz	100%	100%	100%	100%

Key Indicators	Status	Trend	Target	Current	Previous	Frequency	Metric Definition
Financial: Achieve financial targets							
DTS Revenue targets achieved		↓	100%	98.9%	100.1%	monthly	Revenue is within 3% of target (above 100% = over-budget, below 100% = under budget) This figure ties directly to DTS Rates
DTS Cost targets achieved		↓	100%	97.9%	98.2%	monthly	Cost is within 3% of target (above 100% = over-budget, below 100% = under budget)
eGov							
Number of Online Services		↑	935	943	927	quarterly	Number of services that all Agencies provide online
Security Enhancements							
Security Vulnerabilities Resolved		→	100%	100.00%	100.00%	quarterly	Number of Corrective Action Milestones achieved, Vulnerability Scans completed, and Vulnerability findings that have been remediated during the quarter.
Number of Security Awareness Trainings Completed		↑	25.00%	58.31%	16.97%	monthly	Percentage of State employees who have completed Security Awareness Training. Target changes monthly (currently 2 of 12 months). Annual target is 95%.

Note: The Service Level Agreement metrics indicate the impact of the Working 4 Utah initiative on DTS Customers.